

Multinational Health Care Conglomerate Realigns Business Strategy for Growth

CHALLENGE

In the face of rapid globalization within the pharmaceutical industry, the leadership of a large multinational conglomerate of pharmaceutical and consumer businesses needed to realign their business strategy to become an integrated healthcare company. The conglomerate was operated largely as an American multinational even though it owned companies around the world, and the management style and culture was results-oriented, hierarchical, and risk-averse. Productivity, quality, cross communication, and learning were compromised because business units operated with different processes around the world. The organizational approach to leadership development was decentralized, disjointed, and non-global, leading to a lack of focus and inefficiencies across the organization.

SOLUTION

Linkage partnered with the senior management committee to develop a *Global Leadership Program (GLP)*. The GLP was based on *Linkage's Leadership Academy*—an intensive, eight-day program designed for 36 high-potential leaders. The curriculum leveraged action learning teams, organization-specific case studies, team-building activities, individual 360-degree assessment feedback, and coaching to assess leadership capability, improve team collaboration, promote action learning on global business issues, and create a shared understanding of business and marketing strategies.

RESULTS

As a result of the GLP, the organization now has an integrated, systemic approach to leadership and talent development. They have improved organizational team structure, compensation, performance, and supply chain management systems. Productivity, quality, and communication have all improved and the culture has shifted from focusing on numbers, hierarchies, and silos to quality, profitability, creative networks, leaders acting as teachers, and integrated global teams.

After several years of success with GLP, the company's CEO decided the program needed to be rolled out to a wider scope of leaders within the company. Linkage developed a three-day *Executive Leadership Program (ELP)*, which was facilitated to 2,500 participants at the Director level and above in the U.S., Europe, and Asia. The emphasis of this ongoing program is on individual leadership development, behavioral change, strengthening teamwork, and overall initiative and coordination across teams.